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UNITED STATES DEPARTMENT OF AGRICULTURE  
PRODUCTION AND MARKETING ADMINISTRATION  
Federal Crop Insurance Corporation  
Washington 25, D. C.

June 20, 1946

To: All Employees  
From: G. F. Geissler, Manager  
Federal Crop Insurance Corporation  
Subject: FCIC Employee Suggestion Plan

WHAT'S YOUR SUGGESTION?

What are you doing about that idea? Would it improve your work? Would it result in doing a better job easier? Would it accomplish more for less work and money? Would it save time?

I believe that you have, at one time or another, given consideration to ideas which you believed would make ours a more efficient organization or a better place in which to work. It is possible that both you and the Corporation have been losers because there was no organized way in which the merits of your idea could be judged. Your loss may have been the opportunity to demonstrate your qualifications and the interest you have in your work. The Corporation's loss may have been the opportunity to provide better service.

The Secretary of Agriculture, in a recent message to all employees of the Department, had this to say about employee suggestions:

"Progress comes as a result of new ideas and new methods. The employee who suggests needed improvements and helps carry them out makes personal growth and strengthens his work. In whatever capacity you serve, your constructive thoughts are one of your most important assets. It is your duty and privilege to contribute these thoughts for the betterment of the public service. I assure you that your suggestions will be appreciated."

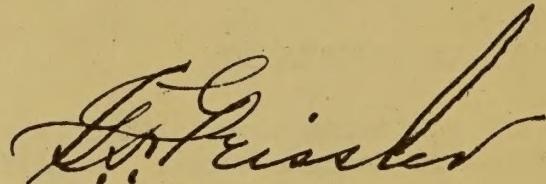
I believe that every employee should have an opportunity to contribute constructive suggestions. With this in mind, an employee suggestion plan has been developed and is attached. I want to urge you to participate in the program on a continuing basis as I believe that one of the

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best indications that an agency is awake to its responsibilities is a continuous flow of suggestions from the people within the organization who are responsible for getting the job done no matter how large or how small a particular job might be. I assure you that we will welcome your suggestions. They will receive prompt and careful consideration. You will be informed of the action taken.

I would like to suggest that you carefully read the attached plan. It explains in some detail how to submit your suggestions and how they will be handled. Let's start the ideas rolling.

WHAT'S YOUR SUGGESTION?



G. E. Rieske  
Manager

Attachment.

June 18, 1946

EMPLOYEE SUGGESTION PLAN  
Federal Crop Insurance Corporation

**I. Purpose and Scope.**

The employee suggestion plan is one phase of the Management Improvement and Manpower Utilization Program carried on in the U. S. Department of Agriculture. The management of the Corporation believes that it is the duty and privilege of every employee in the Corporation to contribute constructive thoughts for the betterment of service to the public. While the management is primarily interested in suggestions which will help in doing a better job in administering Federal Crop Insurance programs, employees should feel free to submit suggestions which are PMA or department-wide in application. An over-all employee suggestion system outlined in PMA Manual Instruction 104.1 will function in PMA to handle employee suggestions which are Administration-wide or Department-wide in application or which go beyond the authority of the Corporation to handle.

**II. Employee Participation and Recognition.**

All employees of the Corporation are encouraged to participate in the employee suggestion plan by making suggestions for improving Government service including any required operation which is beyond their authority to change.

Copies of letters indicating acknowledgement, adoption, rejection, or other disposition of an employee's suggestion will be placed in the personnel file of the employee originating the suggestion and will be used in considering any actions affecting the employee's status.

**III. Organization and Responsibilities.**

A Manager's Committee has been named in the Washington Office to function in connection with the over-all Management Improvement and Manpower Utilization Program. This committee which is comprised of representatives of the major organizational units of the Corporation will also act in connection with the employee suggestion plan. A committee may be set up in each branch office to advise or assist the branch manager in connection with the plan. However, a branch office committee is not considered necessary for the successful operation of the plan and for this reason the establishment of a committee in the branch office is left up to the discretion of the branch manager.

Adequate controls will be established in the Washington office to record all suggestions received and to follow through and see that suggestions are handled promptly.

The plan will operate through the use of two copies of each suggestion. The employee making the suggestion will mail one copy directly to the Manager and will give or mail the other copy to his designated "immediate supervisor." The copy of the suggestion which is mailed directly to the Manager will be recorded and placed in a date-file for follow-up to insure prompt action. The employee's supervisor will consider and act upon the suggestion as outlined later in these instructions. When the suggestion is not within the authority of the supervisor to put into effect, or if the supervisor does not approve putting it into effect although it is within his authority, he will transmit the suggestion to the next prescribed supervisory level where it will be similarly considered and acted upon and passed to the next prescribed level. The supervisor at each prescribed level may be able to immediately give effect to certain suggestions.

The following is an outline of the prescribed supervisory levels at which the suggestion shall be considered and acted upon:

A. Suggestions submitted by FCIC State Office Personnel.

1. The state director is designated as "immediate supervisor" to receive suggestions from all state office personnel, including district supervisors and adjusters.

2. The appropriate area director is designated as "immediate supervisor" to receive personal suggestions of the state directors and suggestions which have been considered by the state director but which have not been adopted because of lack of authority or because the state director does not approve putting the suggestion into effect.

3. The Manager's Committee will receive suggestions from the area directors which have been received from state offices and which have not been adopted by the area directors either because of lack of authority or for any other reason.

B. Suggestions Submitted by Branch Office Personnel.

1. The head of the section is designated as "immediate supervisor" to receive all suggestions from the employees in the section.

2. The branch manager is designated as "immediate supervisor" to receive personal suggestions of the section heads and suggestions which have been considered by the section heads but which have not been adopted because of lack of authority or because the section head does not approve putting the suggestion into effect.

3. The Manager will receive personal suggestions of the branch manager and suggestions which have been considered by the branch manager but which have not been adopted because of lack of authority or because the branch manager does not approve putting the suggestions into effect. All suggestions received from branch office personnel will be referred to the Manager's Committee.

C. Suggestions Submitted by Washington Office Personnel.

1. The chief of the division is designated as "immediate supervisor" to receive all suggestions from employees in the division.
2. The Manager will receive personal suggestions of division chiefs and suggestions which have been considered by the division chiefs but which have not been adopted because of lack of authority or because the division chief does not approve putting the suggestion into effect. All suggestions received from division chiefs will be referred to the Manager's Committee.
3. The Manager will receive suggestions from all employees attached to the Manager's Office. All suggestions received from employees attached to the Manager's Office will be referred to the Manager's Committee.  
The Manager's Committee will be the focal point for review of all suggestions submitted by employees of the Corporation. In general, the Committee shall have the following responsibilities:
  - a. Consider suggestions which have been adopted and put into effect at a lower level in order to determine whether or not such suggestions should be adopted throughout the Corporation.
  - b. Take action upon suggestions which could not be handled at a lower level.
  - c. Consider suggestions which, if adopted, would require important changes in policy. Such suggestions will be referred to the Manager with the recommendation of the Committee.
  - d. Transmit to the Key Management Representative for PMA meritorious suggestions which are PMA or Department-wide in application or which require authority beyond the Corporation to handle.
  - e. Review suggestions which have been rejected at all prescribed supervisory levels.
  - f. Re-examine suggestions which have merit but for some reason could not be accepted at the time of submission.

IV. How to Prepare and Submit Suggestions.

A. Preparation.

Employee suggestions will be prepared in duplicate (triplicate if the employee desires a copy) on Form AD-287, "Work Improvement Proposal," showing the applicable routing as prescribed in Item III above. Both copies

will be signed by the employee unless he prefers to remain anonymous.

Although Form AD-287 should be used wherever possible since it will facilitate the handling and recording of suggestions, the lack of these forms should not be considered sufficient reason to withhold a suggestion. Suggestions may be submitted in memorandum form. However, suggestions submitted in this manner should be clearly identified as an employee suggestion.

Experience has shown that many suggestions fail to get accepted because of poor preparation or failure to think the suggestion through. The minimum amount of information would include a statement on (1) the problems and disadvantages under the present method, (2) the important detailed changes under the proposed method, and (3) the advantages, savings or benefits expected under the proposed method. Employees will find a suggested list of questions on the back of Form AD-287, which will be of help in the proper preparation of suggestions.

B. Submission.

The employee shall send the original of Form AD-287 to his immediate supervisor, as prescribed in Item III above, and the first copy to G. F. Geissler, Manager, FCIC, Production and Marketing Administration, U. S. Department of Agriculture, Washington 25, D. C.

If, for any substantial reason, an employee does not wish to submit a suggestion through the prescribed supervisory channel, he may prepare only an original of the suggestion and transmit it to the Manager with a request that his suggestion be considered and acted upon only by the Manager's Committee. If, for any substantial reason, an employee wishes to remain anonymous, he may prepare only an original of the suggestion and transmit it unsigned to the Manager for consideration and action by the Manager's Committee.

V. Handling Suggestions.

Promptness in handling suggestions cannot be over-emphasized. Every suggestion should be handled promptly and honestly. In order to provide for definite control on the handling and movement of employee suggestions a maximum of five work days is prescribed for each supervisory level indicated in Item III above.

A. Immediate Supervisor.

Upon receipt of the original suggestion from an employee the supervisor will analyze it, determine its merit, and, if it is within his authority and he approves it, will place the suggestion in effect. When the suggestion (1) is not within his authority to put into effect or (2) he does not approve putting it into effect although it is within his authority, the immediate supervisor will make separate recommendations

and forward the suggestion and recommendations within five work days to the next prescribed supervisory level. In such instances, the immediate supervisor shall acknowledge receipt of the suggestion and inform the employee that it is being referred to a higher level for consideration. Copies of letters acknowledging receipt of suggestions shall be distributed as provided in VI B, below.

When the supervisor at any prescribed level places a suggestion within his authority in effect, or if it is already in effect, he shall write a letter to the employee and forward copies of it with the original suggestion to the Manager of the Corporation, as hereinafter prescribed. In addition to the copies of the letter and the original suggestion, the supervisor shall attach a statement describing briefly (1) the scope of the effect in his area, i.e., the number and kinds of people, cases, operations, or "things" that would be affected by the suggestion within a given period; (2) the estimated potential savings or benefits the suggestion would produce in his area in a given period of time; and (3) any suggested modifications or additions that, in his opinion, would make the suggestion more workable and beneficial.

B. Manager's Committee.

As indicated in Item III, the Manager's Committee will review all employee suggestions. If final action has not been taken upon a suggestion at the time it is considered by the Committee, or if further action is indicated, the Committee will have the responsibility of considering the action taken and it will make any investigation, decision, or recommendation which appears desirable. If the Committee takes action upon any suggestion, the employee will be notified by letter of the action taken as hereinafter prescribed.

VI. Replies to Suggestions.

A. Preparation.

If an employee suggestion is approved and placed in effect at any prescribed supervisory level, or if it is already in effect, the supervisor at that level taking action upon the suggestion shall write a letter to the employee which will clearly identify the suggestion and will state definitely if the suggestion: (1) is approved and will be adopted forthwith, (2) is approved and the necessary procedure will be developed, (3) is already in effect.

If the Manager's Committee acts upon a suggestion in any manner, a letter will be written to the employee clearly identifying the suggestion and stating definitely the action taken and the reasons therefor.

B. Distribution.

Replies will be distributed as follows:

1. Original (PMA Letterhead) to employee.
2. White tissue copy to the employee's PMA personnel file.\*
3. White tissue copy to the employee's department personnel file.\*
4. White tissue copy to the Key Management Representative for FCIC.\*
5. Yellow tissue copy for the file of the person signing the letter.

\* For letters (except acknowledgements) written in the State or Branch Offices, these copies will be forwarded to the Manager of the Corporation with the original of the suggestion. In the case of letters acknowledging receipt of a suggestion, these copies shall be attached to the original of the suggestion for transmission to the next prescribed supervisory level. For letters written in the Washington Office, (including acknowledgements) these copies will be routed to the Key Management Representative for FCIC.